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ABSTRACT

This document describes an action plan developed by the Colorado Council for Library Development (CCLD) Long Range Planning Committee. Before devising "Strategies 2001," the committee analyzed current strengths and weaknesses in Colorado library services, created a collective vision of future library services for the state, and developed plans for achieving that vision. The vision focuses on patrons having reliable and multifaceted access to information and receiving materials and answers promptly and cordially. The action plan itself lists in narrative format specific strategies for achieving objectives in leadership, services, and resource sharing, then charts the accompanying responsibilities of Colorado library professional organizations and of libraries at the local, state, and system levels. Appendices include a glossary of terms and definitions, a list of current library planning documents and intellectual freedom statements, a list of Strategies 2001 committee members, and a short history of library planning in Colorado. (BEW)

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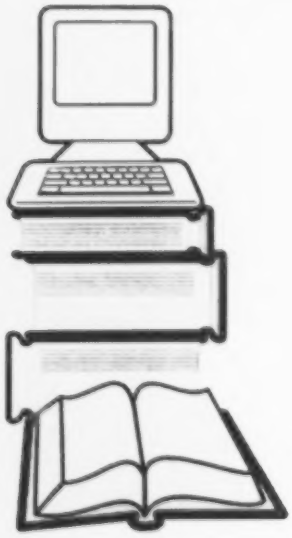
ED 395 590

✱ STRATEGIES 2001

Colorado Libraries in the 21st Century



Strategic Plan for Library Services in Colorado

March 1996

IR055894

cde

William T. Randall
Commissioner of Education
State of Colorado

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"To lead, to serve, and to achieve quality education for all"

Our mission is to provide leadership and service to Colorado's education community and, through collaboration with this community, to promote high-quality learning environments, high performance standards, and equitable learning opportunities for all Colorado's diverse learners.

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COLORADO COUNCIL FOR LIBRARY DEVELOPMENT
Long Range Planning Committee
c/o Southwest Regional Library Service System
P.O. Drawer B
Durango, Colorado 81302

March 1996

Dear Readers:

When Carole Arnold, then chair of the Colorado Council for Library Development, asked me to head a committee that was to develop a long range plan that took Colorado libraries into the 21st century, I said no. The project was too big, too many people needed to be involved, there were too many issues, and the future was too amorphous. Finally I said yes.

I originally wanted to call the final product "Strategies 2001: A Library Odyssey," not only because of the connection to the Kubrik film, but also because of its allusion to a journey and an adventure. The committee which prepared the plan, made up of 24 people representing a multiplicity of library sizes and types from all over the state, had many adventures. At times we thought we might be Lost in Space, but by October discovered we were on The Final Frontier. *Strategies 2001* is a plan for all types and sizes of Colorado libraries. Please keep a couple of things in mind when reading it:

- The plan is intended to outline broadly, not provide details. Members of the Colorado library community will provide the details and serve as the implementation and evaluation arms of the plan. Individual librarians and school library media specialists, trustees, library workers, statewide committees, professional associations: these are the change agents who will make *Strategies 2001* a reality.

- We have included an Action Plan that suggests ways in which some of the players are proceeding.

- With telecommunications connecting us electronically and ACLIN (the Access Colorado Library and Information Network) unifying our collections, Colorado is now both a collection of individual libraries as well as one great "virtual library." The plan's purpose is to strengthen both our individuality and our unity.

Thanks to the committee of 24 people who worked diligently to put *Strategies 2001* together. You will find their names in Appendix C. Thanks to the Sacred Cows Committee, which reviewed state-funded library programs in light of their relevance to library needs in the 21st century. Thanks also to Ann Joslin of the Idaho State Library, who served as the committee's facilitator throughout the process; she kept us on task and on time. And many thanks to members of the Colorado library community, who questioned, commented and critiqued this document at every step in its journey.

It is now up to all of us to make *Strategies 2001* a true library odyssey.

Sincerely,

S. Jane Ulrich, Chairperson

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INTRODUCTION

The Colorado Council for Library Development (CCLD) Long Range Planning Committee's membership was expanded in 1994 in order to plan for Colorado libraries' entry into the twenty-first century. Twenty-four representatives from the state's diverse multi-type library community collaborated to develop a plan to be used by all types of libraries.

They had some instructions from CCLD Chairman Carole Arnold:

- Make the plan visionary in nature. Don't get too bogged down in details. The Colorado library community will be the action groups; they will determine the HOW and WHO of the long range plan, as well as details of its implementation.

- Do not re-invent the wheel. Lots of good, solid planning work has already been done by the various segments of the Colorado library community.

THE COMMITTEE'S CHARGE

- Analyze the current environment for library services and current strengths and weaknesses in library services for the people of Colorado.

- Create a collective vision of future library services for the people of Colorado in the year 2000 and beyond.

- Develop a strategic plan for the future of library service provided to the people of Colorado by libraries of all types. This plan will focus on what must be accomplished, rather than detailing at length all specifics of how it will be achieved.

The Planning Process

The group first met in July 1994 to design a "process map" for developing a strategic plan for the future of library services to the people of Colorado. In the process map, the Planning Committee identified phases for developing the plan, and desired results or products, activities, stakeholders, and a time frame for each phase.

Following the process map, the Planning Committee held five more meetings between September 1994 and July 1995 to develop a vision, analyze the current environment and needs, create a first draft, review input from the library community, and revise the plan. Between meetings, Planning Committee members did research, met in sub-committees to develop background papers, and drafted and revised portions of the strategic plan.

The result of this planning process is a strategic plan for all types of libraries. The Committee received input from many other members of the Colorado library community. Plans are underway for publicizing the plan and continuous revision will take place between now and 2001.

Building Blocks for *Strategies 2001*

The Committee analyzed existing plans and documents already produced by various segments of the library community; these are to be found in the appendix section. Concurrently, planning documents in partner disciplines, such as telecommunications and education, were examined, as well as other states' long range plans. Futurist Kim Long, author of the *American Forecaster Almanac*, spoke to the Committee about 21st century societal and informational trends. Each member of the Committee represented a different constituency and took responsibility for helping integrate its viewpoint into the final product.

The plan is intended for all different types and sizes of libraries, school library media centers, and library agencies. It is intended to be used by the state's library community in a variety of ways.

The timeline for the plan is from date of adoption, November 1995 until January 2001.

VISION AND STRATEGIC DIRECTIONS

VISION

By the year 2001 . . .

Every person in Colorado has equal and consistent access to information through a seamless web of libraries. These libraries promote and participate in a global network of libraries and information providers. The word "library" is synonymous with information access, whether people travel there physically or electronically.

Everyone in Colorado:

* has open and reliable access to library services free from censorship, physical barriers, time delays, or restrictions imposed by distance;
* receives materials and answers immediately, provided by welcoming, knowledgeable staff through user-friendly technology and relevant library collections and resources;
* uses a variety of access points and types of libraries without restriction;
* depends on library access, services and staff, whose costs are both clear and defensible;

In order to accomplish this, libraries:

* support people's individual growth and contribute to an informed and productive citizenry;
* help people solve problems, stimulate their imaginations, enrich their lives, and support recreational interests;
* support professional, economic, and cultural development;
* anticipate trends in their own service communities, society as a whole, and an evolving technological environment;
* provide leadership in the midst of change.

ASSUMPTIONS

No library can accomplish any of *Strategies 2001* alone. It is essential that public, academic and special libraries, and school library media centers, work together to meet the needs of their constituents.

Strategies 2001 states what the committee envisions libraries to be in the future; some libraries have a further distance to go than others to accomplish that.

Strategies 2001 is a tool. It reflects best practices for libraries. As libraries move into the future, the committee encourages them to implement these practices.

Implementation of *Strategies 2001* is voluntary. Some parts of this plan may not apply to all libraries.

Libraries receive assistance from Regional Library Service Systems, the State Library, and professional associations to implement this plan.

The term "library entity" has been selected to mean academic, public and special libraries, school library media centers, Systems and the Colorado State Library.

Each library entity has its own primary constituency:

- public libraries: a geographic community
- academic libraries: students, faculty, and other staff
- school library media centers: students, faculty and other staff
- special libraries: constituents of their parent institution.

Some library entities expand their services beyond their primary constituency. Such expansion is encouraged in this plan.

As used in this plan, the word "library" means an institution, including its staff, governing authorities, and/or advisory bodies, who work together to achieve these goals.

GOALS AND STRATEGIES

✱ LEADERSHIP

By the year 2001. . .

Libraries anticipate trends in their own service communities, society as a whole, and an evolving technological environment. They provide leadership in the midst of change.

STRATEGIES

1. Each library entity develops and implements a plan for its own growth and development.
   a. The library's plan is based on the unique needs of its specific constituency as well as its relationship to the larger information community.
   b. Library plans address applicable standards and guidelines and have an active timeline for meeting or exceeding the standards.

2. Appropriate statewide groups develop and disseminate guidelines, standards, plans and laws to provide guidance in planning.

3. The Colorado library community regularly assesses and reviews state-funded services provided to libraries which help them serve their constituencies.
   a. The State Library, Regional Library Service Systems (Systems), and the Colorado Resource Center (CRC) establish accountability measures to assist in the planning and evaluation of their services.

   b. *Strategies 2001* is used by the State Library, Colorado Council for Library Development (CCLD), Systems, and the CRC as a guide in the use of federal and state funds.

   c. The State Library, Systems, and CRC, with representation from the Colorado library community, jointly evaluate the acquisition, allocation and distribution of state funding.

   d. The State Library, Systems, and Colorado Library Resource Sharing and Information Access Board play a leadership role in facilitating the connection of Colorado libraries to the state and national information infrastructure.

   e. The State Library, Systems, CRC, Colorado Library Association and other professional associations cooperate to seek funding for statewide programs.

   f. Statewide and cooperative interregional projects are developed, funded, and implemented.

   g. The role of the Colorado Resource Center, as well as other libraries which serve as regional or functional resource centers, is examined in the context of the current economic and technological environment.

"Libraries anticipate trends and provide leadership in the midst of change."

   h. The Colorado Library Resource Sharing and Information Access Board (CLRSIAB) works with local libraries and Systems to achieve an effective balance between ownership of, and access to, information resources for Colorado residents.
      (1) The CLRSIAB annually evaluates and analyzes current resource sharing practices among Colorado libraries.
      (2) The CLRSIAB works to make the resource sharing process consistently efficient and effective.

4. Librarians and their governing authorities and/or advisory bodies are leaders with their own constituencies, actively advocating library service and information access.
   a. Each library entity assertively markets and/or publicizes its services.
   b. Representation from diverse segments of a library entity's constituency is sought for governing boards, advisory boards, committees or task forces.
   c. Librarians and library governing authorities belong to professional and community organizations and attend local, state, and/or national library conferences.
   d. Library entities actively support intellectual freedom, adhere to the Library Bill of Rights and its related documents, copyright law, and appropriate ethics statements (see Appendix B), and advocate their importance to their constituents.
   e. Librarians work to keep themselves and their governing authorities apprised of new developments in the profession.

5. Decision makers at all levels provide sufficient resources to attain quality library services for all Colorado citizens.
   a. Advocates for individual library entities successfully achieve adequate financial support to better serve their constituencies.
   b. The state legislature appropriates increased funding to improve statewide library services.
   c. State funding is provided for library entities who participate in designated programs and meet or work toward applicable guidelines or standards.
   d. Decision makers having oversight for library entities understand and support the role and importance of libraries and school library media centers.

6. Library entities forge partnerships to expand and enhance libraries and library services.
   a. Library entities form cooperative alliances with businesses, community agencies, and other libraries.
   b. Library entities finance cooperative projects through creative uses of both public and private funds.

✷ SERVICES

By the year 2001 . . .

Every person in Colorado receives library materials and answers quickly, provided by welcoming, knowledgeable staff through user-friendly technology and relevant library collections and resources. Libraries contribute to people's lives as informed and productive citizens; help them solve problems, stimulate their imaginations, enrich their lives. They support individual growth, recreational interests, and professional, economic, and cultural development.

STRATEGIES

1. Libraries develop collections, programs, and services to meet the diverse needs of their individual constituencies.
   a. Library entities serve their constituents without restrictions based on age, gender, race, sexual orientation, religion, or economic status.
   b. Library entities actively reach out to identify and serve specific groups with special library needs, such as language and reading level.
   c. Library entities form partnerships with local, state, and regional organizations.
   d. All services in each library entity are accessible to all users.

2. Collections, programs, and services in library entities help people solve problems, stimulate their imaginations, and enrich the quality of cultural, academic, economic, and governmental life.
   a. Every library entity develops and implements a collection development plan which reflects the needs of its constituents.
   b. Libraries provide access to information in a wide variety of print, non-print, and electronic formats.
   c. Libraries provide programs that develop a lifelong habit of reading, learning, and problem-solving.

"Libraries help people solve problems, stimulate their imaginations, enrich their lives."

3. Library staffs continuously update their professional skills in order to provide the highest level of service to their constituencies.
   a. The State Library, Systems, CCLD, and state professional associations work in concert to develop a statewide continuing education plan that identifies training needed to implement this strategic plan.
   b. Statewide, regional, and local entities deliver effective continuing education activities with emphasis on cooperative endeavors.
   c. Library governing/funding authorities provide sufficient financial support and opportunities for staff development and continuing education.
   d. Higher education institutions in Colorado provide academic training for American Association of School Librarians/National Council for Accreditation of Teacher Education certification of library media center specialists.
   e. CCLD and the State Library ensure in-state access to an American Library Association accredited graduate library degree program.

4. Library entities enable users to find, evaluate, and use information to their best advantage and as independently as possible, in accordance with their individual missions.

5. School districts adopt and implement the principles of information literacy, ensuring students access to both professional staff and current resources.
   a. The State Library and the Colorado Educational Media Association develop standards for library media center programs.
   b. Library professional organizations develop legislation to strengthen the role of school library media centers in public education.

LIBRARIES IN COLORADO

- ✷ 245 main or branch public libraries
- ✷ 42 college and university libraries
- ✷ 174 special libraries in government agencies, non-profit organizations and companies
- ✷ 1,300 school library media centers

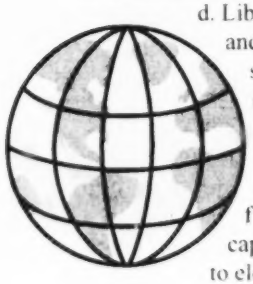
✸ RESOURCE SHARING

By the year 2001 . .

Every person in Colorado has equal and consistent access to information through a seamless web of libraries which participate in a global network of libraries and information providers. People use a variety of access points and types of libraries without restriction. They depend on library access, services and staff, whose costs are both clear and defensible. The word "library" is synonymous with information access, whether one travels there physically or electronically.

STRATEGIES

1. Library entities are vital links to resources on the global information network.
   a. Library entities work in concert to meet the information needs of their constituencies.
   b. Library entities provide direct or mediated access to the information resources of the Internet for their users.
   c. Librarians and media specialists are prepared to be navigators for their constituents on the Internet as well as other electronic information resources.



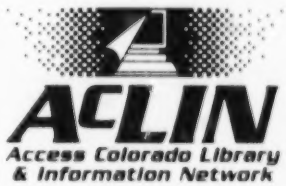
   d. Library entities are vital partners in local and regional community information systems.
   e. Libraries entities, through StateLINC, connect constituencies to state government and nonprofit organizations' information.
   f. Library entities have the technical capacity that allows constituents access to electronic resources.

MAJOR RESOURCE SHARING ACTIVITIES

- ✸ Colorado Library Card
- ✸ ACLIN
- ✸ Courier service
- ✸ Interlibrary loan
- ✸ Colorado Resource Center
- ✸ Regional Library Service Systems

"Library entities work in concert to meet the information needs of their constituencies."

2. The Access Colorado and Library Information Network (ACLIN) provides an easily used, vital source of information about and access to library, community and government resources.



   a. Holdings of Colorado library entities are on databases available through ACLIN.
   b. Local, state, federal and non-profit information resources are available on ACLIN.
   c. Global search is developed and implemented on ACLIN.
   d. ACLIN is accessible from all libraries, prominent community locations, homes and offices.
   e. Access to ACLIN remains free to the citizen, although selected resources on the network may be available only for a fee.
   f. ACLIN is evaluated to ensure its accountability.

3. Libraries and library users request and receive information and materials by the most effective and cost-efficient methods.
   a. Library entities participate in the Colorado Library Card Program to allow their users borrowing privileges across town, county, and state.
   b. A materials/information request subsystem is developed and implemented on ACLIN, including requests initiated directly by constituents.
   c. Efficient mechanisms deliver materials and information between and among libraries statewide, both electronically and physically.
   d. Library entities request materials from the closest verified location in a manner that distributes the lending workload.

4. Colorado libraries of all types carrying a significant share of the resource sharing burden in the state are recognized and funded.

STRATEGIES 2001 - ACTION PLAN

Objective	Local Library Responsibility	State Library Responsibility	System Responsibility	Professional Organizations
LEADERSHIP L. Library entities plan	Develops and implements a plan based on the unique needs of local community	Provide data for planning State Library will prepare a long range plan (LRP)	Prepare a long range plan for Systems; Assist members through encouraging compliance, training librarians, Boards, administrators, consulting on process and planning activities facilitating process	CLA: Prepare/finalize the CLA Long Range Plan CEMA: Provide training and leadership to members in developing and implementing building and district plans CLRSIAB: Take the lead in planning for library resource sharing in Colorado
L. 2 Appropriate groups develop guidelines, standards, laws to guide planning		Coordinate development and implementation of public library and school media guidelines and standards; Provide data to academic library master plan	Partner with CSL; Represent members on state-wide committees; Get and give feedback on content; Disseminate drafts and final copies; Train members in adoption and implementation.	CLA: Provide feedback on content and support the final document. CEMA: Partner with CSL in development of school media guidelines and standards; disseminate drafts and final copies; Provide training to members in adoption and implementation.
L. 3: Assess & review state funded programs		Evaluate and monitor state-funded programs; Propose, plan, coordinate, and participate in interregional projects; Provide statistical support for evaluation; Use *Strategies 2001* as a guide in use of state & federal funds; Work with Systems to develop accountability measures for Systems and State Library.	Partner with CSL; Represent members needs on committees; Gather statistics and data for scrutiny; Use *Strategies 2001* as a guide in the use of state and federal funds Develop and continue self-evaluation and monitoring of expenditures and programs; Gather and disseminate information; Propose, plan, coordinate, and participate in interregional projects; Seek funding for state-wide programs; Assist CLRSIAB in their efforts	CLA: Represent its members in the evaluation process CEMA: Cooperate to seek funding for statewide programs to affect school media centers CLRSIAB: Advocate for state funding for ACLIN and other resource sharing activities

Objective	Local Library Responsibility	State Library Responsibility	System Responsibility	Professional Organizations
I. 4. Advocacy for library service and information access	Governing authority or advisory body is a leader with constituency, actively advocating for library service; Assertively markets and publicizes library services; Diverse community segments are represented on governing and advisory boards, committees, and task forces; Staff and trustees belong to professional and community organizations and attend System, CLA, and/or ALA meetings; Trustees support intellectual freedom, the Library Bill of Rights, copyright law, and appropriate ethics statements; Staff and trustees keep themselves apprised of new developments in the profession	Provide training to trustees throughout the state; Provide appropriate data to local libraries; Coordinate statewide PR campaigns; Take leadership in advocating for role of libraries on the information highway.	Train member librarians, boards, and administrators; Advocate adequate funding for Systems, members, and information access; Consult with members on planning, implementation, and evaluation; Disseminate information.	CLA: Provide and support the lobbyist efforts; Provide and support Intellectual Freedom efforts; Support ALA's legislative efforts for librarians; Present new developments at conferences and workshops; Advocate adequate funding for library agencies and projects. CEMA: Work to promote library service and information access to all schools and school districts; Work with other library entities to actively promote library issues that are important to all libraries. CLRSIAB: Advocate for expanded access to information through library resource sharing Marketing Council: Promote information professionals and their skills.
I. 5. Funding	Governing authority provides sufficient resources to attain quality library services; Governing authority understands and supports the role and importance of libraries.	With CLA, advocate for libraries to state government and seek increased funding.	Seek adequate funding to respond to System members' needs; Consult with members in annual and event related fund-raising; Train members in budget development and presentation.	CLA: Advocate adequate funding for library agencies and projects.
I. 6. Forge partnerships	Library forms cooperative alliances with businesses, community agencies, and other libraries; Library finances cooperative projects through creative uses of public and private funds.	Develop partnerships with other state agencies and nonprofit in developing databases for ACLIN.	Seek out partnership possibilities; Coordinate creative funding for projects.	CLA: Encourage development of projects. CEMA: Seek out partnership possibilities with other professional associations.

Objective	Local Library Responsibility	State Library Responsibility	System Responsibility	Professional Organizations
SERVICES 1. Meeting diverse needs of constituents	Library serves constituents without restrictions based on age, gender, race, sexual orientation, religion, or economic status. Library actively reaches out to identify and serve specific groups with special library needs such as language and reading level. Library forms partnerships with local, state, and regional organizations. Library services are accessible to all users.	Facilitate services to blind and physically handicapped. Provide Americans with Disabilities Act assistance. Assist local libraries and library organizations in using available data or surveying user groups. Coordinate partnerships with statewide ethnic organizations.	Training members in identifying and answering needs. Information dissemination. Consulting on projects as needed.	CLA: Present training opportunities at conferences and workshops. CEMA: Provide inservices to members to help them identify their constituents and their needs.
S 2. Meeting information needs	Develops and implements a collection development plan that reflects the needs of its constituents. Provides access to information in a wide variety of print, non-print, and electronic formats. Provides programs that develop a lifelong habit of reading, learning, and problem solving.	Provide information in a variety of formats for blind and physically handicapped. Provide access to library holdings and information databases in electronic formats over ACLIN. Provide access to state publications that might not otherwise be available. Provide access to information and materials to a diverse population in prisons and state hospitals.	Training members in new products and services. Disseminating information about trends and issues. Consulting on projects as needed. Supporting state-wide initiatives.	CLA: Provide training opportunities for targeted needs. CEMA: Disseminate information about trends and issues.
S 3. Continuing education	Staffs continuously update their professional skills in order to provide the highest level of service to their constituents. Trustees provide sufficient financial support and opportunities for staff development and continuing education.	Work with Systems to develop a statewide CE plan. Work on joint projects to deliver CE. Ensure availability of Master of Library Science (MLS) and National Council for Accreditation of Teacher Education (NCATE) programs. Provide scholarships to graduate school and CE events. Keep State Library staff skills updated to provide leadership.	Partner in developing CE, long range and annual plans. Assess needs of members, both topical and intensity level. Anticipate needs of members. Cooperate in providing CE. Provide for RLSS staff CE.	CLA: Provide Continuing Education opportunities. CEMA: Provide CE at annual conference and through association publications; provide CE outreach programs as needed by membership.
S 4. Information literacy	Enables users to find, evaluate, and use information to their best advantage and as independently as possible. School district adopts and implements information literacy guidelines.	Disseminate information to school superintendents and advocate school district adoption of information literacy guidelines.	Encourage members to be leaders in information literacy. Train members in supporting information literacy.	CLA: Educate and provide resources for librarians to promote information literacy. CEMA: Encourage members to be leaders in information literacy. Continue CE training on implementation of information literacy guidelines. Provide leadership in development of information literacy rubrics. Advocate school district adoption of information literacy guidelines.

Objective	Local Library Responsibility	State Library Responsibility	System Responsibility	Professional Organizations
S 5 Principles of information literacy for schools		Coordinate development of standards for school libraries and legislation to strengthen school libraries. Work with CLA & CEMA to support legislation to strengthen school library media centers.	Serve on committees to develop standards; Train members in interpretation, implementation, and evaluation of progress; Support legislation concerning principles.	CLA: Work with CEMA to support legislation to strengthen school media centers. CEMA: Work with CSL in development of standards for school libraries; Promote licensed professional media specialists in each school; Promote state accreditation rules and regulations which incorporate the implementation of strong library media programs in each school; Support legislation promoting school library media centers and licensed professional media specialists.
RESOURCE SHARING 1 Libraries on global information network	Cooperates with other libraries to meet the information needs of their constituents. Provides direct or mediated access to the information resources on the Internet. Is a vital partner in local and regional community information systems. Through StateLINC, connects constituents to state government and nonprofit organization's information. Has the technical capacity that allows constituents to access electronic resources. Prepares staff to be navigators for their constituents on the global information network and to electronic information resources	Take leadership role in connecting libraries to ACLIN & the Internet. Coordinate State with training local libraries on ACLIN. Expand and continue StateLINC. Survey libraries on available databases for CONDOR. Advocate the role of libraries on information highway	Lead members in developing partnerships; Coordinate funding through grant writing, fundraising, and budgeting. Disseminate information; Train members; Consult with members; Facilitate partnership agreements and plans; Administer projects; Encourage libraries to participate.	CLA: Promote and support adequate funding; Disseminate accurate and timely information; Train members at conference and workshops; Encourage participation. CEMA: Encourage libraries to participate; Provide training to members. CLRSIAB: Facilitate group contracts for useful databases.
RS 2 ACLIN Development	Holdings are available via ACLIN	Seek funding for ACLIN. Participate in evaluation of ACLIN . Provide efficient access to resources. Develop global search subsystem. Assure efficient delivery systems are in place. Advocate for continued provision of ACLIN as free public service.	Serve on governing boards and advisory committees; Support the project and serve as advocates. Lead regional efforts such as Tri-path and NEAR. Consulting and training as needed. Participate in project evaluation.	CLA: Provide ACLIN update opportunities. CEMA: Encourage member participation. CLRSIAB: Encourage libraries to put resources on ACLIN and provide access for users to ACLIN.

Objective	Local Library Responsibility	State Library Responsibility	System Responsibility	Professional Organizations
RS 3. Material Delivery	Participates in the Colorado Library Card (CLC) program	Publicize, advocate and monitor CLC program. Develop ILL subsystem on ACLIN	Encourage membership in CLC; Train members and disseminate information about efficient use of methods; Partner with other entities to assure effective affordable methods of delivery; Lead projects enabling libraries to borrow locally; Support a paperless on-line request method; Disseminate information; Contract for or provide physical delivery of materials.	CLA Encourage CLC membership; Disseminate information; Provide training opportunities. CEMA Encourage member participation; Promote resource sharing. CLRSIAB. Plan for and facilitate improved document delivery.
RS 4. Major Resource Libraries		Facilitate payment for lending to libraries.	Participate in evaluation of service; Represent members' needs on statewide committees; Act as facilitators and or negotiators; Consult as needed; Disseminate information.	

APPENDIX A — GLOSSARY AND DEFINITIONS

Access Colorado Library and Information Network (ACLIN) — Links the automated systems and online catalogs of participating libraries and other state and non-profit agencies in a single network.

CLRSIAB — see Colorado Library Resource Sharing and Information Access Board

Colorado Council for Library Development (CCLD) established by the Colorado Department of Education as the principal advisory body to the State Board of Education, the State Librarian (Commissioner of Education), and the Assistant Commissioner, State Library, on library matters. The Council is empowered to study, advise and recommend action on issues pertaining to all types of libraries in Colorado.

Colorado Resource Center (CRC) — The annual Colorado Resource Center contract between the State of Colorado and the Denver Public Library is the mechanism through which the resources of the state's largest public library are made available to all the people of Colorado. Contract funds pay for the Denver Public Library's interlibrary loan services and partially offset the cost of direct service to Coloradans living outside Denver.

Colorado Library Resource Sharing and Information Access Board (CLRSIAB) represents the Colorado library community in the planning, development, and coordination of resource sharing and information access activities. Members are appointed by the Commissioner of Education and include all types and sizes of libraries. The purpose of the Board is to ensure that the people of Colorado are provided with the information they want, when and where they want it; to plan for resource sharing and information access; and to advise the Commissioner of Education on information access policy issues.

Colorado State Library — see State Library

Colorado Library Card Program — a program that allows patrons of participating libraries to check out materials from any other participating library without fees or restrictions.

CRC — see Colorado Resource Center

Global search — an online searching capability that provides for a single search of all ACLIN library catalogs at once instead of having to search each individual library or consortium catalog one by one.

Global information network — a telecommunications infrastructure and its networks, by which as many information resources across the globe as possible are linked and accessible.

Goal — A direction in which one wishes to go; aim or purpose.

Information literacy — an individual's ability to determine his/her information needs, attain the information in multiple and most appropriate formats, comprehend the information and utilize the information appropriately.

Internet — A "network of networks," the Internet is interconnected computers all over the world.

Library — an institution, including its staff, governing authorities, and/or advisory bodies who work together to achieve mutual goals.

Library entity — academic, public, and special libraries, school library media centers, Regional Library Service Systems, and the Colorado State Library.

Professional associations — Colorado's primary professional library associations are the Colorado Library Association (CLA), Colorado Educational Media Association (CEMA), and the Special Library Association, Rocky Mountain Chapter.

Regional Library Service Systems — see Systems

Service communities — the constituencies served by a library entity.

State Library — Colorado State Library — A branch of the Colorado Department of Education charged with certain powers and duties with respect to other publicly-supported libraries in the state.

StateLINC — a State Library service that makes state government publications and databases, and nonprofit organizations' publications and databases easier for librarians and their clients to access by distributing high interest publications for these agencies, aiding in the development of their databases and training library staff from participating StateLINC libraries in accessing this information.

Strategy — Important, essential plan for action; the way by which we have chosen to achieve a specific result.

Systems — Regional Library Service Systems — organizations of publicly-supported libraries established to provide cooperative interlibrary services within a designated geographical area. There are presently seven Systems in the state of Colorado.

APPENDIX B — LIBRARY PLANNING DOCUMENTS AND INTELLECTUAL FREEDOM STATEMENTS

CURRENT LIBRARY PLANNING DOCUMENTS

Libraries seeking supplementary aids in planning may look to the following documents, prepared by a variety of segments of the Colorado library community. The planning committee examined the following plans and used them as building blocks in the preparation of *Strategies 2001*.

The Colorado Academic Library Master Plan, October, 1993
First published in 1982 and updated three times "to assess current strengths and weaknesses of academic libraries in the State, and to project the potential roles of academic libraries in support of higher education in Colorado."

Guidelines for Public Libraries in Colorado, in process of revision.
First published in 1990, this was to fulfill an objective of Blueprint for Colorado Libraries. These public library guidelines are not standards but tools, intended to model desirable actions to help local libraries to improve services.

Colorado Information Power: Guidelines for School Library Media Programs, 1989.
Intended to be "a companion piece with *Information Power*, the first national school library media guidelines since 1976." *Colorado Information Power* is designed to meet the management needs of school library media professionals in the areas of staffing, planning, budgeting, evaluation and public relations.

Impact of School Library Media Centers on Academic Achievement, 1992.
Provides evidence of the positive impact of library media centers on academic achievement in 221 Colorado public schools. The study indicates the importance of library media expenditures —and particularly the staff and collections they make possible — in promoting academic achievement.

Model Information Literacy Guidelines, July, 1994.
These guidelines are meant to be a model of professionally recommended exemplary practice to enhance student learning. They may be adopted as they are written or adapted to meet local needs. The guiding principle behind their creation was to enable all students to use information and ideas effectively.

Resource Sharing Strategic Plan for Colorado Libraries, 1993.
This plan determined "to evaluate and analyze current resource sharing practices and to consider how best to use the resources of Colorado libraries to make the process more efficient and effective." ACLIN, Access Colorado Library and Information Network, the result of the Resource Sharing Strategic Plan, provides statewide free access to 175 library catalogs and more than 50 information databases. ACLIN has become the cornerstone for future planning for library services to Colorado residents.

Library Services to Ethnic Minority Populations Long Range Plan, 1993.
This plan addresses library services for the increasing ethnic/culturally diverse populations in Colorado: African Americans, Hispanics, Asian Americans, and Native Americans. It also focuses on the need for libraries whose service areas consist of predominantly white populations to sensitize their users to ethnic minorities and their culture.

INTELLECTUAL FREEDOM STATEMENTS AND DOCUMENTS

First Amendment to the United States Constitution

Library Bill of Rights and all current interpretations

Statement on Professional Ethics

The Freedom to Read Statement

The Freedom to View Statement

Library Trustee Code of Ethics

Copies of these documents are available from:

American Library Association
50 E. Huron St.
Chicago, IL 60611

APPENDIX C — STRATEGIES 2001 COMMITTEE MEMBERS

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Lakewood, CO
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Sandra Scott, Director
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Larry Wilkinson, President, Board of Trustees
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West-Central Colorado representative
Trustee representative

APPENDIX D — A HISTORY OF LIBRARY PLANNING IN COLORADO

Equality of access for all Colorado residents is the common thread that runs through all of the planning documents in the history of Colorado library development.

IN THE BEGINNING

The first plan, *The Colorado Plan for Better Libraries*, published in 1951, listed 14 functions of the State Library including "expansion of library service in Colorado, expansion of county libraries, a school library consultant, field consultation, adequate travel funds, purchase of BCR service, adequate salaries, expansion of the news bulletin, legislative reference service by Denver Public Library, preparation of the budget in consultation with Colorado Library Association committees, state aid for public and school libraries, matching funds for the Federal Library Demonstration Act, libraries for penal and eleemosynary institutions, preparation and publication of statistical reports on all libraries of the state, and development of standards for librarians of the state." The overall goal was to reach the ALA-suggested per capita of $1.50 by 1961.

The Colorado Plan for Better Libraries proposed organization of a system of district libraries run by state-paid staff and with a state-owned book collection and bookmobiles. County and regional libraries would be branches. Sixty percent of the funding would come from local governments, 25 percent from state funds and 15 percent would be federal money in anticipation of the passage of the Library Services Act of 1956, the predecessor of the Library Services and Construction Act (LSCA) of 1964.

THE SIXTIES

In 1965, the Colorado Council for Library Development (CCLD, which had come into being with the passage of the Library Services and Construction Act of 1964), the State Library, and the Colorado Library Association developed *A Colorado Plan for Library Development.* Published in 1967, the plan was intended to be a general guide for the development of library services in the state. Significant accomplishments of the plan were the formation of seven regional library systems and the creation of a statewide reference network (SWRN). The role of the State Library was redefined and its general book collection was dispersed to the seven regional systems for distribution to public libraries.

THE SEVENTIES

By 1972, new needs and new concepts and techniques of library service motivated CCLD and the Colorado State Board of Education to update the 1967 plan. In 1976, *Libraries Colorado: A Plan for Development* was published. It recognized that while there are public, academic, school and special libraries, there is a commonality among all types of libraries "upon which total library service in the state must be based." *Libraries Colorado* recommended continuing education for library personnel, the establishment of guidelines, networking, and regional library service systems as mechanisms to improve citizen access to information and library resources.

Colorado's multitype regional library service systems, established in 1975, kept the geographic boundaries of their predecessors, the public library systems, but expanded their governance and programs to include all types of libraries. The Colorado systems became a national model for multitype service orientation.

Libraries Colorado suggested "a partnership of local, state and federal governments" as funding mechanisms, but assigned primary responsibility for funding of basic services to the community served by the library.

THE EIGHTIES

The Colorado Academic Library Master Plan, which evaluates strengths and weaknesses of the state's academic libraries and articulates their role in support of higher education, was first published in 1982. It has been updated three times since.

Blueprint for Colorado Libraries: Planning for a State of Excellence, 1988-1992 was developed by the State Library and CCLD. After an extensive survey gathered data from libraries and media centers of all types, *Blueprint for Colorado Libraries* resulted. The Blueprint recommended specific objectives and activities for library development based on six goals:(1) planning, evaluation and research (2) basic service (3) interlibrary cooperation (4) staff education and compensation (5) public awareness (6) funding. This plan was comprehensive and outcomes were stated as specific statistical measures.

Two documents growing out of "The Blueprint" are worth noting. *Costs and Benefits: An Examination of the Roles, Services and Funding of The Colorado State Library, The Colorado Regional Library Service Systems, and The Colorado Resource Center* was produced in 1988 under the auspices of CCLD. Recommendations on services, as an analysis of their costs, were provided.

The second document, *Library Resource Sharing in Colorado* (1988), assessed the status of interlibrary loan, reference referral, and document delivery among libraries in Colorado. Many of this document's recommendations have been implemented and the result is the current resource sharing picture in Colorado.

THE NINETIES

The 1990s saw the development of several individual plans, all of which contributed to the overall encouragement of library development in the state. The decade began with the publication of *Guidelines for Public Libraries in Colorado*. This document provided guidelines for quality service, an example of what a plan to implement the guidelines would look like, and baseline data for all libraries to use in their planning.

In 1992, *The Colorado Academic Library Master Plan* was revised, and Keith Lance at the State Library published his national landmark study, *Impact of School Library Media Centers on Academic Achievement*. In 1993, the Colorado Council for Library Development published the *Library Services to Ethnic Populations Long Range Plan*. Also published in 1993 was the *Resource Sharing Strategic Plan for Colorado Libraries*, which led to the creation of the Colorado Resource Sharing and Information Access Board, appointed by the Commissioner of Education. In 1994, the school library media standards were replaced by the *Model Information Literacy Guidelines*.

The publication of all of these individual documents led to the conclusion that one strategic plan that tied them all together was needed. The result was *Strategies 2001*, which drew on the goals, objectives and strategies of the other plans. Under development now, as part of the implementation of *Strategies 2001*, are standards for public libraries and school library media centers, and a continuing education long range plan.

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